

ANNUAL REPORT

FOREWORD

The period since the fall of 16 years of authoritarian and kleptocratic rule that caused huge national loss in terms of corruption, plunder of public resources, shameless money laundering and ruthless human rights violations was hugely aspirational and challenging as it opened unprecedented opportunities for state reform in Bangladesh at high cost of blood. Transparency International Bangladesh (TIB) was able to engage within its mandate in the efforts to create the foundations for accountable governance that could pave the way for building the state capacity to be able to control and prevent corruption effectively. In addition to the fully voluntary and conflict of interest-free involvement of the undersigned in the Commission for Reform of the Anti-corruption Commission, which is at the core of TIB's work, we were also able to engage with the Government and other stakeholders to promote accountability, integrity, and systemic reform through evidence-based advocacy and active citizen engagement.

We proposed a series of comprehensive policy briefs and targeted reform proposals covering the overall governance eco-system as well as various relevant institutions and sectors, including the new parliament to be elected in post-authoritarian context, judiciary, law enforcement, election management, anti-corruption and financial oversight bodies, and essential public services. Many of the recommendations were incorporated in reform proposals of various relevant commissions, while the report of the Reform Commission for Anti-Corruption Commission became part of the overall state reform agenda including the July Charter that was eventually adopted as part of the outcome of the National Consensus Commission.

Research continued to anchor TIB's engagement and advocacy for change. The launch of six major studies—most notably the National Household Survey on Corruption 2023—helped shape public debate and contributed to several policy actions. These included decisions on asset declarations by public officials, reforms in public procurement, withdrawal of black money amnesty provisions, cancellation of

environmentally risky power projects, and steps to reduce service-related harassment of citizens. Internationally, our persistent advocacy for the repatriation of stolen assets has yielded encouraging results thanks to our collaboration with TI UK that enabled multi-stakeholder engagements both in Bangladesh and UK.

Equally heartening was the strength of citizens and youth engagement across the country. Through our CCC, ACG, and YES networks, citizens monitored public services, facilitating exercise of the Right to Information that raised demands that led to actions by the relevant authorities. Various youth-led initiatives including anti-corruption debates, creative cartoons and comic-based awareness campaigns and community monitoring through our tailor-made mobile app delivered real-time change at micro level and facilitated policy change at national level. TIB's flagship youth engagement programme reaffirmed once again that anti-corruption, integrity and justice remain at the top of aspirations of the young generation.

We thank our donors, Board of Trustees, members, staff, our core actor volunteers and civil society partners for their continued support, without which none of these would be possible. This report reflects both our progress and persistent challenges, but above all, it is a snapshot of our unqualified commitment to keep on contributing to transparent and accountable governance. We will continue to pursue the same in the days ahead with greater courage and integrity.

Iftekharuzzaman
Executive Director

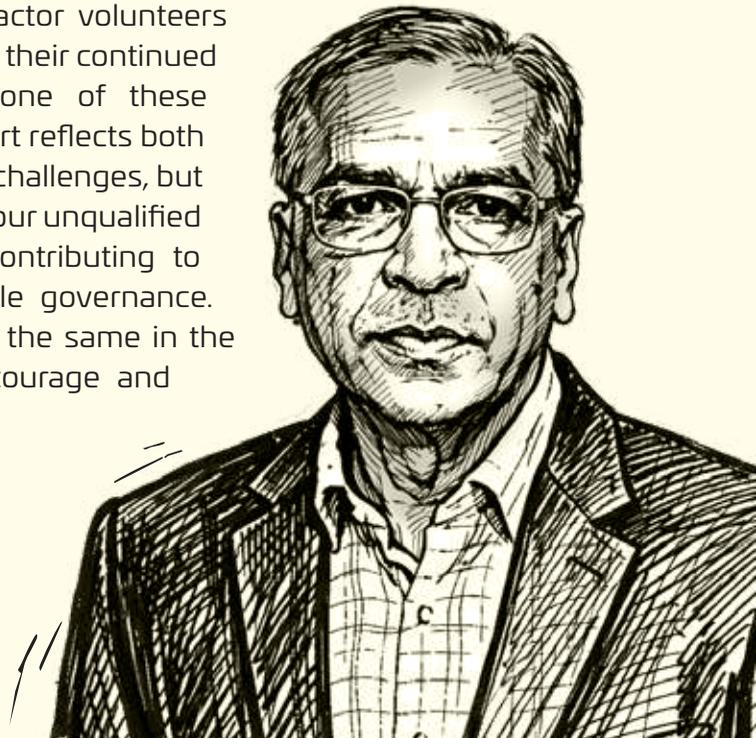
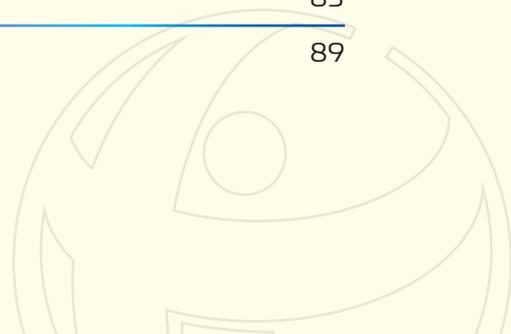


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WHO WE ARE?

Transparency International Bangladesh (TIB) is the accredited national chapter of Transparency International (TI), the Berlin-based global anti-corruption organisation, established in 1993. TIB, since its inception in 1996, has been the only NGO in Bangladesh that works with the core mandate of anti-corruption. TIB runs its activities through three key divisions – Research and Policy (R&P), Civic Engagement (CE), and Outreach and Communication (O&C) – along with some strategic units.



VISION

TIB envisions a Bangladesh free of corruption. It strives to achieve this by raising awareness, fostering integrity, and driving policy changes for a better society. TIB leverages research data, advocacy resources, and citizen engagement to enable citizens to challenge corruption, take action, and hold the government accountable for good governance and transparency.



MISSION

TIB's mission is to catalyse and strengthen a participatory social movement to promote and develop institutions, laws, and practices for combating corruption in Bangladesh, and to establish an efficient and transparent system of governance, politics, and business.



VALUES

TIB is committed to the values of democracy, justice, the rule of law, transparency, accountability, integrity, and impartiality.



CORE PROJECT

TIB's current core project is – Participatory Action Against Corruption - Towards Transparency and Accountability (PACTA). The project has a data-based approach to all its activities and engages TIB's core actors by merging technology with grassroots efforts. The objectives of the project are -

- Data-driven advocacy
 - Engaging citizens on a larger scale
 - Ensuring transparency in government services
 - Addressing good governance gaps and overcoming them
-



APPROACH

TIB uses a three-pronged approach in its work, namely

- Research for knowledge-based advocacy aimed at law/policy reform
- Engagement with local level stakeholders for generating demand for transparent, effective and accountable governance; and
- Outreach and communication for fostering citizen's support and building networks, alliances and partnerships for driving the anti-corruption movement

WHERE
WE WORK
 LOCATION MAP



ABBREVIATIONS

| | |
|--------|--|
| AC | Assistant Commissioner |
| ACC | Anti-Corruption Commission |
| ACG | Active Citizens' Group |
| ALAC | Advocacy and Legal Aid Centre |
| ALRD | Association for Land Development |
| BRTA | Bangladesh Road Transport Authority |
| CCC | Committees of Concerned Citizens |
| CE | Civic Engagement |
| COP | Conference of Parties |
| CFG | Climate Finance Governance |
| CS | Civil Surgeon |
| CSO | Civil Society Organisation |
| CVF | Climate Vulnerable Forum |
| DGHS | Directorate General of Health Services |
| DoE | Department of Environment |
| DO | Designated Officer |
| DPEO | District Primary Education Office |
| EC | Election Commission |
| ECC | Environmental Compliance Certificate |
| GCF | Green Climate Fund |
| HRFB | Human Rights Fourm Bangladesh |
| IEPMP | Integrated Energy and Power Master Plan |
| LGI | Local Government Institutions |
| LNG | Liquefied Natural Gas |
| MoEFCC | Ministry of Environment Forest and Climate Change |
| MoU | Memorandum of Understanding |
| NGO | Non-Government Organisation |
| PACTA | Participatory Action Against Corruption: Towards Transparency and Accountability |
| RTI | Right to Information |
| SACMO | Sub-Assistant Community Medical Officer |
| SMC | School Management Committees |
| SDG | Sustainable Development Goals |
| TI | Transparency International |
| TIB | Transparency International Bangladesh |
| UH&FPO | Upazila Health and Family Planning Officer |
| UNESCO | United National Educational, Scientific and Cultural Organisation |
| UNO | Upazila Nirbahi Officer |
| UP | Upazila Parishad |
| VGD | Vulnerable Group Development |
| YES | Youth Engagement and Support |

IMPACT 2024-2025

HIGHLIGHTS

Property worth £260 million belonging to allies of the previous authoritarian regime frozen in the UK

Black money whitening option scrapped

TIB's research extensively cited in the government-commissioned report titled - *"White Paper on the State of Bangladesh Economy: Dissection of a Development Narrative"*

Mandatory submission of income & asset statements introduced for advisers and govt. officials

Supreme Judicial Council reinstated to oversee the removal of judges

Cyber Security Act scrapped

ACC Chairman and Commissioner disclosed assets

E-GP (online procurement) made mandatory for all govt. purchases

Dissolution of 11 banks' boards, releasing the banking sector from control by a single group

Police verification requirements for passport issuance cancelled

Research
Studies

06

Law
Reviews

04

Policy
Briefs

17

Policy
Stances

38

Capacity
Building

55
ACC Officials

21
Women UNOS &

114
Journalists

Debate
Competition

32

Public and Private
Universities
Participated

RTI
Application Filed

2,777

RTI
Application Resolved

2,354

RTI
Training

11

Diverse
Indigenous
Communities

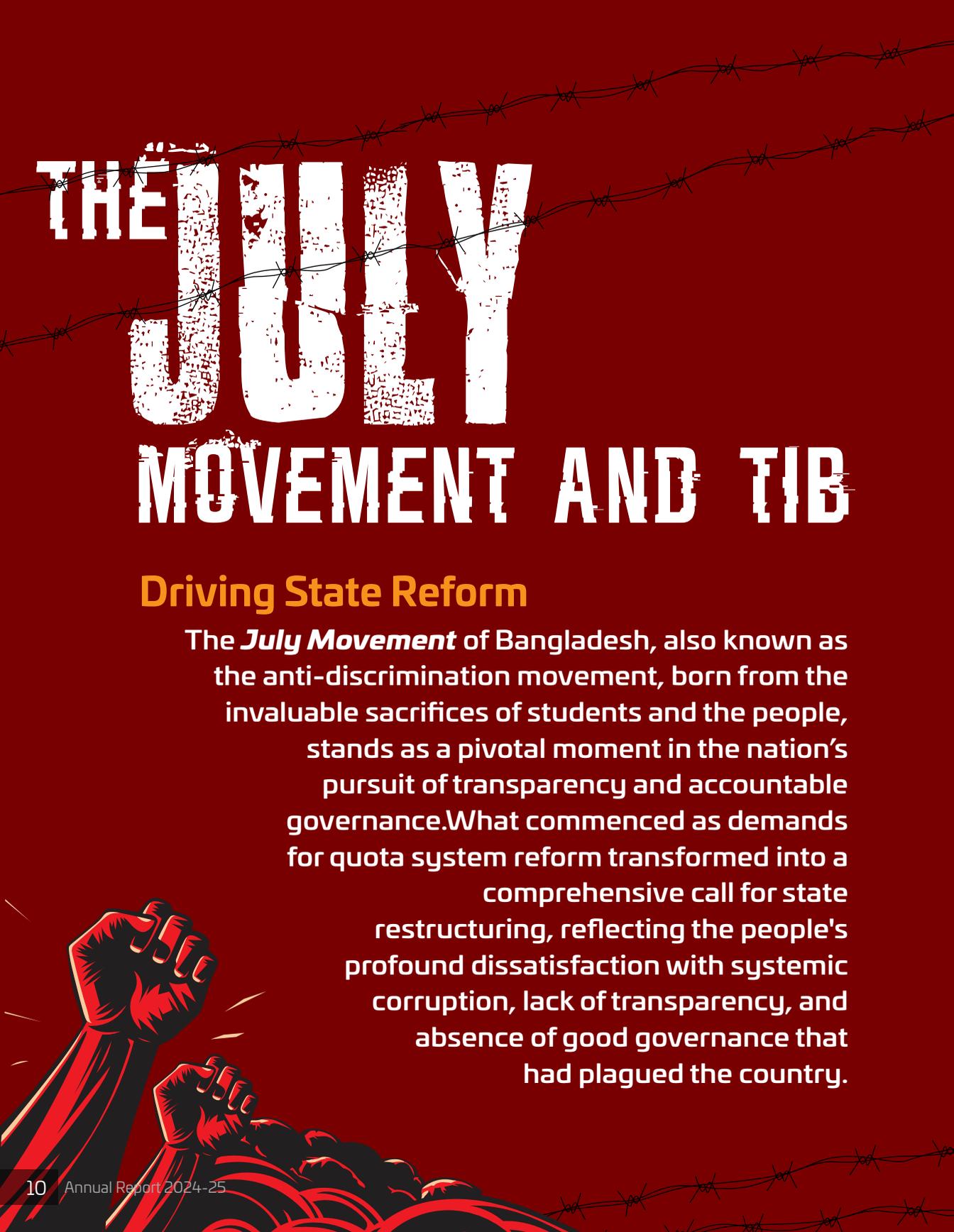
Social Media
Reached

26+
Million

People Engaged
(Local Level)

4.4+
Lakh

In Numbers
2024-2025

A decorative graphic of barbed wire runs across the top and bottom of the page. The background is a solid dark blue color.

THE JULY MOVEMENT AND TIB

Driving State Reform

The *July Movement* of Bangladesh, also known as the anti-discrimination movement, born from the invaluable sacrifices of students and the people, stands as a pivotal moment in the nation's pursuit of transparency and accountable governance. What commenced as demands for quota system reform transformed into a comprehensive call for state restructuring, reflecting the people's profound dissatisfaction with systemic corruption, lack of transparency, and absence of good governance that had plagued the country.



Throughout this transformative period, Transparency International Bangladesh (TIB) played a crucial role in substantiating public concerns through evidence-based research and unwavering advocacy for reform. The organisation's systematic documentation of corruption across various sectors—including comprehensive reports on MPs' earnings through the Know Your Candidate initiative, the National Household Survey findings, and detailed studies exposing irregularities in the Roads and Highways Department and BRTA—provided concrete evidence that validated public frustrations with institutional failures.

These research findings gained widespread traction across media platforms and social discourse, often accompanied by public criticism and satirical commentary targeting the prevailing corrupt practices. Despite facing significant pressure and criticism from the previous authoritarian regime, TIB's commitment to evidence-based advocacy remained steadfast, with its work being consistently referenced by media outlets and citizens demanding comprehensive reform.

As the movement intensified, TIB amplified its advocacy for state reform and justice for victims of the July

killings. The organisation's dedication to transparency and accountability was evident even in the face of direct threats—the agents of the authoritarian regime opened fire shortly after TIB concluded a human chain protest, highlighting the dangerous environment in which civil society organisations operated under the previous regime. The government fell the following day.

Following the formation of the interim government on 8 August 2024, TIB distinguished itself as the first research organisation to proactively offer comprehensive policy guidelines covering nine critical thematic areas essential for building transparent governance: democratic practice; rule of law and human rights; prevention of corruption, irregularities and money laundering; constitutional, statutory, governmental and autonomous institutions; civil society and media; right to information and data protection; local government; banking sector; and power, energy and environment.

Proposals in 09 Thematic Areas:

TIB submitted reform proposals across nine thematic areas immediately after the formation of the Interim Government. The thematic areas include:

1. Democratic Practice
2. Rule of Law and Human Rights
3. Prevention of Corruption
3. Irregularities and Money Laundering
4. Constitutional, Statutory, Government, and Autonomous Institutions
5. Civil Society and Media
6. Right to Information and Protection of Personal Data
7. Local Government
8. Banking Sector
9. Power, Energy, and Environment



TIB recommended and advocated for institutional reforms as part of broader state reform efforts, which eventually led to the establishment of 11 reform commissions by the interim government. TIB proposed comprehensive reforms to restore judicial independence. Central to these concerns was the executive's excessive control over the judiciary, where appointments, promotions, and transfers had often been politically manipulated. Consequently, the Supreme Judicial Council was reinstated to oversee the removal of judges.

TIB served uniquely as the voluntary secretariat to the ACC Reform Commission—the only commission to receive such support. TIB's Executive Director was appointed Chair of the ACC Reform Commission (ACCRC) produced a policy-focused report recommending stronger accountability, termination of corrupt officials, policy reforms, restrictions on deputations, and effective prevention mechanisms to curb corruption across all sectors. TIB facilitated around 42 meetings (including two divisional meetings) enabling the submission of a comprehensive reform package to the

government—an important step towards strengthening the ACC's capacity and independence. The Executive Director was also appointed a member of the National Consensus Commission.

Moreover, at a major conclave of investigative journalists convened by TIB, media reform recommendations were presented to the Chair of the Media Reform Commission. These called for coordinated, multidimensional efforts involving media houses, legal safeguards and financial stability as the foundations of press freedom. The Commission's final report later reflected these inputs, underscoring TIB's role in advancing media freedom as a cornerstone of transparency and accountability.

RESEARCH HIGHLIGHTS



Total
RESEARCH

06

01 Governance Challenges in the Implementation of Roads and Highways' Development Projects

(9 October 2024)

Key Findings:

- Project governance was dominated by tripartite collusion among politicians, officials, and contractors
- Widespread political corruption and serious conflicts of interest prevailed
- Irregularities and corruption were institutionalised within the Roads and Highways Department
- Project costs were inflated due to systemic inefficiencies and mismanagement
- Oversight was inadequate, compromising the quality and sustainability of infrastructure



New

02

BANGLADESH

TRACKING THE FIRST 100 DAYS AFTER THE FALL OF THE AUTHORITARIAN REGIME
(18 November 2024)

Key Findings:

- The interim government faced considerable domestic and international challenges in its first 100 days

- Notable steps were taken in law enforcement, financial oversight, and market regulation

- Structural reforms in core governance areas remained largely absent

- Major political parties failed to initiate internal reforms

- Media freedom declined amid rising religious extremism and civic space restrictions

03 CORRUPTION

in Service Sectors

National Household Survey 2023

(3 December 2024)

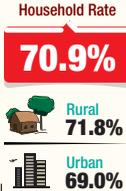


Key Findings:

Sectors Included in the Survey



HOUSEHOLDS AFFECTED BY CORRUPTION



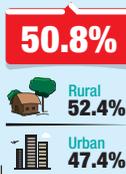
Why the public refrain from filing complaints despite becoming victims of corruption?



Percentage of service recipients who are victims of corruption



VICTIM OF BRIBERY IN SERVICE



AMOUNT OF AVERAGE BRIBERY IN SERVICE SECTOR



Main Reasons for Bribery in Service Sector



Percentage of Service Recipients who are Victims of Bribery



Estimated Total Amount of Bribe Collected in the Service Sector from 2009-April 2024 (in Crores of Taka)

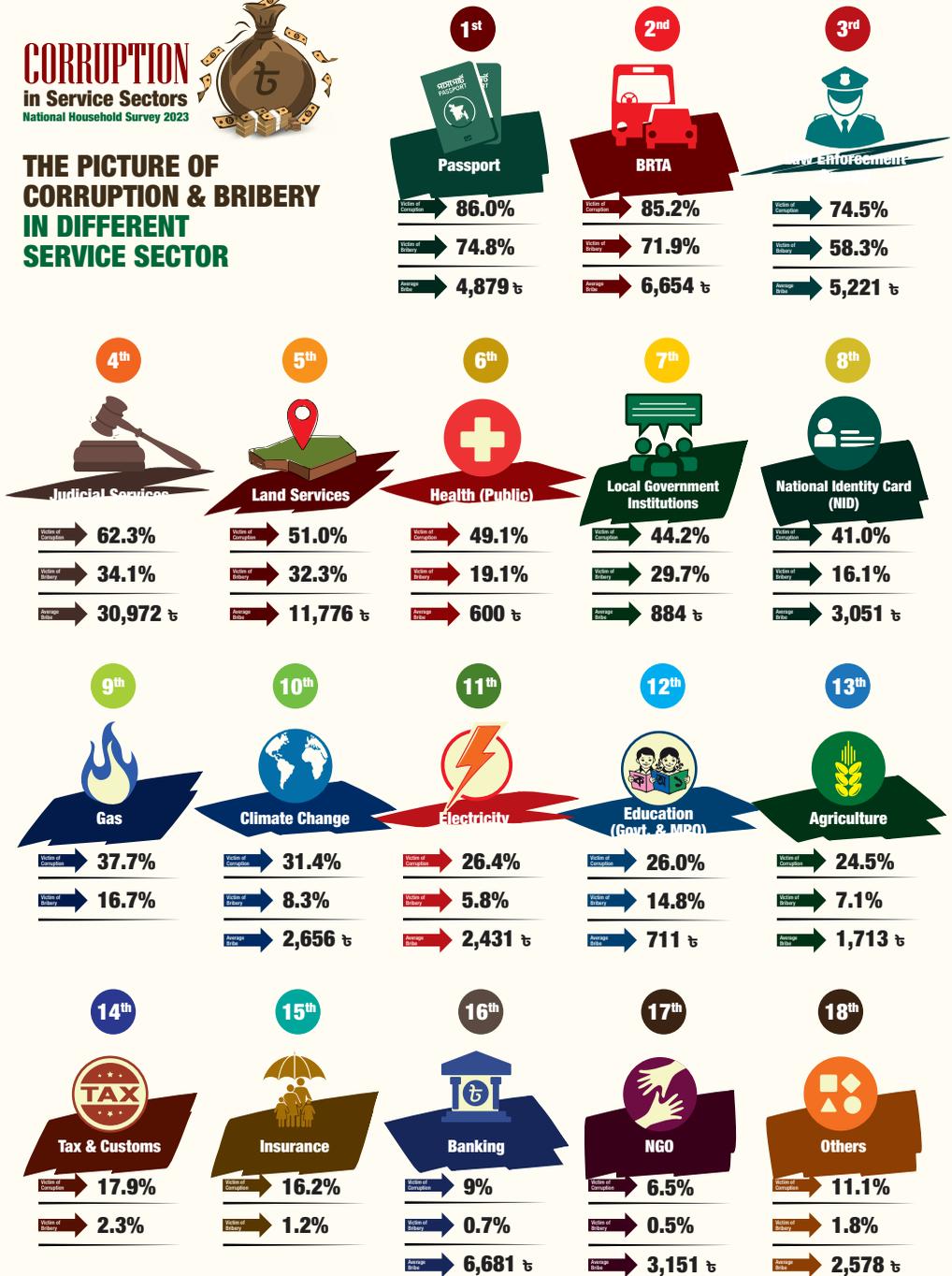
1,46,252

CORRUPTION in Service Sectors

National Household Survey 2023



THE PICTURE OF CORRUPTION & BRIBERY IN DIFFERENT SERVICE SECTOR

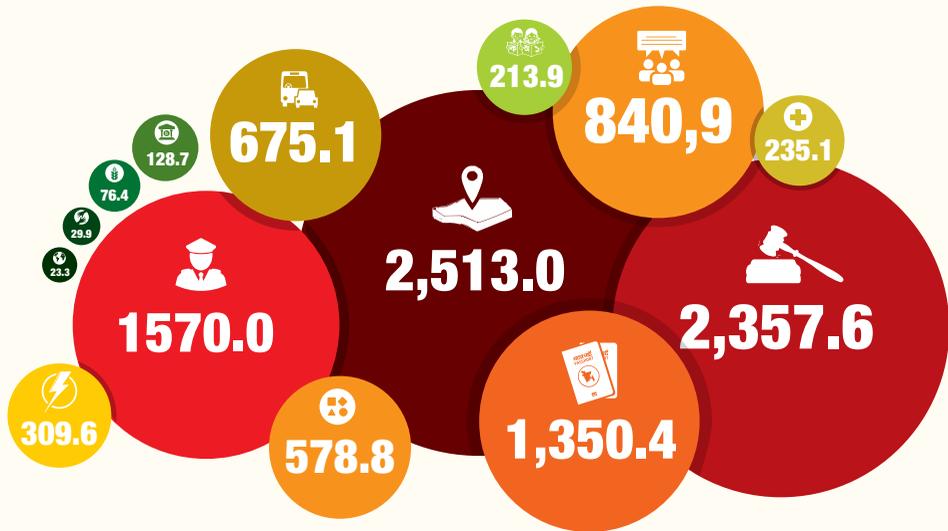


CORRUPTION
in Service Sectors
National Household Survey 2023



Estimated Total amount of Bribe at the National Level
(In Crore Taka)

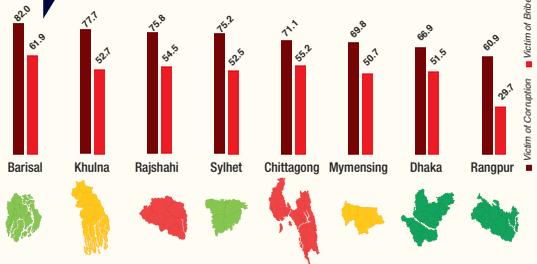
10,902.3



Actions Taken Against the Complaints (%)



The Rate of Households Affected by Corruption and Bribery in Different Regions



04

e-Procurement in Bangladesh: Market Concentration, Collusion, and Political Influence

(25 February 2025)



Key Findings:

- 10 ministries top 5% contractor awarded **61.31%** of contract value.
- Ministry of Housing and Public works’ top 5% contractor awarded **74.96%** of total contract value, followed by Road Transport and Highway division **68.57%**
- Bottom 10%’s market concentration is **less than 1%** for all ministries.

Ministry-wise Market Concentration

Total Contract Value
(in Crore BDT)

| | | | |
|---|---|--------|------------|
|  | Ministry of Housing and Public Works | 74.96% | 51,435.60 |
|  | Road Transport and Highways Division | 68.57% | 82,506.12 |
|  | Ministry of Shipping | 63.98% | 13,169.44 |
|  | Power Division | 63.16% | 21,397.18 |
|  | Secondary and Higher Education Division | 61.24% | 24,543.57 |
|  | Ministry of Health and Family Welfare | 60.68% | 6,755.55 |
|  | Ministry of Water Resources | 60.66% | 57,809.10 |
|  | Local Government Division | 50.72% | 243,191.39 |
|  | Ministry of Agriculture | 48.86% | 7,812.24 |
|  | Ministry of Education | 41.32% | 32,330.59 |

05

Citizen's Review of SDG Progress in Bangladesh: Contribution to VNR Process (Climate Vulnerability)

(Completed for SDG Platform in December 2024)

Key Findings:

- **Nearly 90 million people, including vulnerable groups, were exposed to climate risks**

- **Institutional weaknesses and limited climate finance hindered adaptation efforts**

- **Pollution and climate-related diseases posed significant health threats**

- **Gender inequality and child marriage increased in disaster-prone areas**

- **Women's participation in climate decision-making remained minimal**

06

Governance Challenges in Mobile Financial Services Sector in Bangladesh

(27 May 2025)

Key Findings:

- The MFS sector suffered from poor governance, marked by corruption, weak policies, and political interference
- A dominant alliance of providers, regulators, and politicians monopolised the market, limiting competition
- High fees, poor data protection, and financial risks disproportionately affected women and marginalised groups
- The sector failed to ensure inclusive financial services for underserved populations
- MFS platforms were increasingly misused for illegal activities, including money laundering and gambling



RESEARCH IMPACT

Reform of Institutions and Sectors

- Formation of 11 Commissions for reform – Constitution Reform Commission, Electoral System Reform Commission, Police Administration Reform Commission, Judicial System Reform Commission, Anti-Corruption Reform Commission, Public Administration Reform Commission, Local Government Reform Commission, Health Affairs Reform Commission, Labour Rights Reform Commission, Women’s Affairs Reform Commission, Mass Media Reform Commission.
- Bangladesh became signatory to the International Convention for the Protection of All Persons from Enforced Disappearance (ICPPED)
- Reinstatement of the Supreme Judicial Council to handle the removal of judges



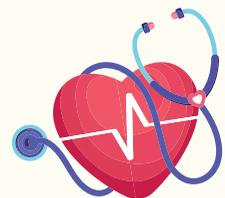
Anti-Corruption

- Decision taken requiring all government employees to submit asset statements; likewise, judicial officers and their family members are ordered to declare their immovable and movable assets held abroad
- Mandatory submission of income and asset statements introduced for advisers to the Interim Government and persons of equivalent status
- Investigation launched by the ACC against Beximco Pharma Vice Chairman Salman F. Rahman over alleged embezzlement of BDT 22,000 crore related to COVID-19 vaccines



Health Sector

- The pre-monsoon Aedes mosquito survey extended beyond city corporations to multiple districts, conducted by IEDCR and DGHS in 2025



Government Procurement

- E-GP (online procurement) made mandatory for all government purchases
- Enactment of the Public Procurement (Amendment) Ordinance 2025, aligning the e-GP system more closely with international best practices
- Removal of the rule allowing cancellation of tenders if bids varied by 10% from estimates



Banking and Financial Sector

- Formation of a task force by Bangladesh Bank (BB) for banking sector reform to assess the current financial situation, including bad assets, major risks, review of financial indicators of weak banks, assessment of actual loan conditions, and provision deficits to protect financial stability
- Dissolution of 11 banks' boards, releasing the banking sector from control by a single Group
- Initiatives by BB to regularly identify willful loan defaulters in a more formal and effective manner
- Issuance of a circular by BB on the use of AI to detect online gambling-related payments via Mobile Financial Services (MFS), with 24/7 monitoring to be implemented



Environment and Climate Finance Governance

- Cancellation of 43 power projects, including 12 quick rental power plants and one by S Alam Group, under the Quick Enhancement of Electricity and Energy Supply (Special Provision) Act 2010
- Cancellation of a number of projects and activities detrimental to environment and forests
- The Green Climate Fund (GCF) Board's decision to establish a regional presence to ensure equitable and geographically balanced support among developing countries
- Ban on new factories or projects within 10 kilometres of the Sundarbans Reserve Forest under the Environment Protection Act 1995 by the Ministry of Environment, Forest and Climate Change (MoEFCC)



- Recovery drive of illegally encroached forest land, including over 2,000 acres in Sal Forest (Madhupur) and Tangail, from various government projects
- Measures introduced to control polythene usage and reduce polythene-related water pollution
- Actions undertaken to reclaim encroached water bodies

Education Sector

- Minimum educational requirements set for School Management Committee members
- Launch of a school feeding programme in 150 upazilas funded by the government and in 15 upazilas supported by the World Bank, covering over 3.3 million children



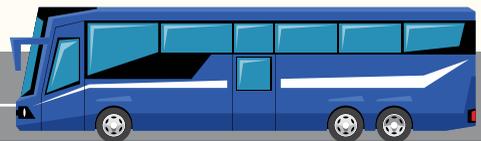
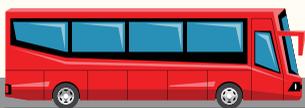
Non-Government Organisation (NGO) Sector

- The NGO Affairs Bureau issued a circular introducing administrative updates to enhance transparency and accountability in managing foreign donations, including a 45-working-day timeframe for project approval, mandatory submission of proposals and foreign donation applications via the NGOAB online portal, and quarterly financial reporting on fund utilisation by NGOs receiving foreign funds



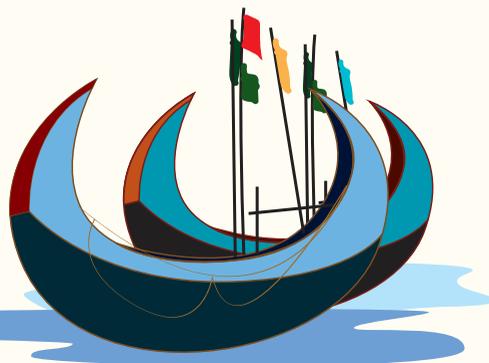
Transport

- The BRTA announced the removal of buses and minibuses over 20 years old, and trucks and vans over 25 years old, from Dhaka, starting May 2025, to improve air quality



Fisheries and Livestock

- The 65-day fishing ban in Bangladesh's maritime area of the Bay of Bengal was revised and reduced to 58 days, aligning the timing closely with India.



Expatriate Employment

- The Ministry of Home Affairs formed a task force to address illegal foreign nationals and announced legal action against overstayers after 31 January 2025



Overseas Employment

- Decision taken to waive the requirement for employment permits from the Ministry of Expatriates' Welfare and Overseas Employment for sending workers abroad



Land Sector

- The Ministry of Land upgraded systems to provide integrated, user-friendly online services



Passport

- Police verification requirements for passport issuance were cancelled



ADVOCACY INITIATIVES

*Total number of
policy stances*

38

By adhering to its core mandate and agenda, TIB carries out its role as an anti-corruption watchdog through the issuance of policy stances. These statements address critical issues of public and state interest, highlighting the government's lapses in transparency, accountability, and good governance. The main policy stances that have been highlighted are as follows:

- Called for a strategic roadmap for state reform
- Reiterated demand to abolish all black money legalisation provisions
- Demanded accountability in corruption and money laundering cases
- Advocated stronger anti-money laundering and asset recovery measures
- Demanded ACC leadership free from political and bureaucratic bias
- Called for public disclosure of the income and assets of the ACC Chairman
- Urged inclusive review of Cyber Security, Public Audit, and Revenue Ordinances
- Denounced threats and attacks on media freedom
- Condemned attack on peaceful quota reform protesters
- Urged protection of minority communities and state assets
- Condemned attack on indigenous students
- Sought reform of the Information Commission and amendment to the RTI Act
- Criticised textbook committee cancellation as a dangerous precedent
- Opposed fossil fuel dominance; urged delivery of climate finance pledges
- Expressed concern over violence in Dhanmondi 32 and its impact on democracy
- Opposed ACC appointment of a corruption-accused official
- Urged action against Shah Cement and restoration of Dhaleshwari & Shitalakkhya rivers

Freezing of Stolen Assets and Laundered Money

On the basis of KYC Dashboard, TIB found that one government minister possessed multiple companies registered overseas under his name. Their cumulative value amounted to BDT 2,312 crore, and were not disclosed in the affidavit of the 12th National Parliament Election. Subsequently, national and international media, including The Daily Star, Al-Jazeera and Bloomberg, took huge interest in the matter and revealed the name of the then land minister and his asset details.

TIB's persistent advocacy and joint investigation with TI-UK led to the confirmation about the laundered assets in the United Kingdom. In a joint statement with Spotlight on Corruption and TI-UK, TIB called on the UK Government to recover the stolen assets. This led the UK's National Crime Agency (NCA) to freeze property worth nearly £260 million belonging to allies of the former authoritarian regime (including a former land minister and the son and nephew of a former influential adviser). Very recently, his laundered assets in the UK are set to be sold off in order to repay his debts. Recently, the central bank of Bangladesh has frozen his bank accounts and that of his family, while Anti-Corruption Commission (ACC) started an investigation into allegations that he had illegally acquired "thousands of crore taka" (hundreds of millions of dollars) and laundered it to the UK. This represents one of the most significant and successful outcomes of TIB's persistent advocacy efforts to recover stolen public assets. In parallel, in collaboration with TI-US, TIB also appealed to the US Secretaries of State and Treasury, urging the recovery of stolen Bangladeshi assets.



Black Money Whitening Provision Withdrawn

TIB has, over the years, strongly criticised and actively advocated against the provision allowing the whitening of black money. As part of this advocacy, TIB issued press statements and briefs to the media, repeatedly drawing the government’s attention to the matter and shaping public perception. As a result, the provision was finally removed from the national budget for the first time. TIB consistently opposed the black money whitening provision, labelling it harmful and unjust to law-abiding citizens. Similar to TIB’s recommendations, the ACC Reform Commission also recommended removing the provision that permitted the legalisation of black money through investment in flats or apartments in the national budget for FY 2025–26.



White Paper Citation

To assess Bangladesh’s economic condition and to get solution of its challenges, the interim government prepared a White Paper that extensively utilised TIB’s research, articles, and commentaries to estimate corruption rates, bribe amounts, and the extent and severity of corruption across thematic areas. The paper estimated corruption losses between USD 14–24 billion out of USD 60 billion spent on development projects over the past 15 years. The citation reinforced TIB’s role as a credible source of evidence in national policy discourse and brought anti-corruption to the forefront of economic reform conversations.

ACC Chairman’s Asset Disclosure

In response to TIB’s call for transparency, the ACC Chairman publicly disclosed his assets at a press conference. The move was unprecedented, signaling progress in institutional transparency. It reinforced TIB’s relevance in advocacy initiative and impact in driving reform.

REVIEW OF LAWS AND POLICIES

TIB meticulously reviewed key laws, including-

- *Personal Data Protection Ordinance, 2025*
- *Cyber Protection Ordinance, 2025*
- *Public Audit Ordinance, 2025*
- *Revenue Policy and Management Ordinance, 2025*
- *Public Procurement (Amendment) Ordinance 2025*

Personal Data Protection Ordinance, 2025

TIB played a key role in shaping the ordinance, raising early concerns over vague definitions, lack of an independent data authority, and excessive state control. TIB's recommendation to include "Personal" in the title was adopted. The draft was reviewed four times and TIB has been maintaining close engagement with the ICT Ministry throughout the process. The Ministry issued a revised draft incorporating several of TIB's key recommendations.

Cyber Protection Ordinance, 2025

Over the years, in Bangladesh's political landscape, freedom of expression has come under attack many times. The culture of tolerance became rare; dissidents were jailed, tortured, abducted, and persecuted. The situation got worse under the authoritarian regime that lasted more than 15 years, which mostly targeted politicians, reporters, and human rights advocates. This worsened further when draconian laws such as the DSA & CSA were enacted. The widespread application of the law created an atmosphere of

fear, leading to self-censorship. In this context, TIB reviewed these draconian laws and raised its voice and strongly criticised the draft laws for replicating key provisions such as citing vague language, inadequate consultation, and weak safeguarding of rights – raising serious concerns over potential misuse and threats to the freedom of expression.

When the authoritarian regime fell and the interim government assumed power, TIB maintained its vigilant stance. TIB's previous advocacy on the CSA achieved a significant result. In line with TIB's demand, the law was scrapped by the interim government, offering temporary relief for many. However, the government soon proposed another law – the Cyber Protection Ordinance, 2025 – which troublingly mirrored the problematic provisions of its predecessors.

Public Audit Ordinance, 2025

TIB reviewed the Ordinance, raising strong objections to provisions undermining the constitutional independence of the Comptroller and Auditor General (CAG). Key concerns included the exclusion of revenue audits from the CAG's mandate—contrary to the Supreme Court directives—and requirements for prior government approval for international engagement and internal rule-making. TIB also criticised the non-transparent drafting process and lack of stakeholder consultation. To address these, five recommendations were submitted to the Ministries of Finance and Law, alongside four policy statements calling for essential

Revenue Policy and Management Ordinance, 2025

TIB raised concern over the proposed dissolution of the NBR without adequate consultation, cautioning that centralising revenue functions under executive control could weaken transparency and heighten corruption risks. A policy brief was submitted to the NBR reform advisory committee. In response to mounting public outcry and TIB's detailed advocacy, the Ministry of Finance suspended the implementation of the ordinance, signaling a responsive shift in policy following civic pressure.

Public Procurement (Amendment) Ordinance, 2025

Following the release of TIB's e-procurement report, the Public Procurement (Amendment) Ordinance 2025 was enacted, aligning the e-GP system more closely with international best practice. Also e-GP was made mandatory for all Govt. purchases.

CAPACITY BUILDING

- *Training organised for: ACC officials, Women UNOs, investigative journalists, law reporters, environmental journalists, sports journalists, and German Doctors' Partners*
- *Trained on: Research methodology, investigative journalism, data journalism, and ensuring SDGs*



Digital Investigation and Research Methodology for ACC Officials:

To strengthen anti-corruption enforcement, TIB and the Anti-Corruption Commission (ACC) jointly conducted two intensive trainings. A three-day digital investigation workshop trained 30 ACC officials (Investigators) in advanced digital forensics, financial technologies, legal aspects of digital evidence, and asset tracing. Separately, 25 officials received advanced training on research methodology, focusing on identifying root causes and patterns of corruption. Both programmes significantly enhanced ACC's capacity for data-driven and technology-based investigations.



Equipping Women UNOs with Keys to Transformative Governance

To promote institutional accountability and ethical public service delivery, and in observance of International Women’s Day, TIB partnered with the Cabinet Division to engage 21 Women Upazila Nirbahi Officers (UNOs) from across the country. The officers received training on the SDGs and their roles in



promoting integrity and inclusive governance. The initiative helped strengthen leadership, build confidence, and equip participants to address gender-specific challenges, reinforcing TIB’s commitment to inclusive public service reform.

Partners of German Doctors Learn Governance and Anti-Corruption Practices

TIB held a two-day training (29–30 April 2025) for the implementing partners of German Doctors to prevent corruption and promote good governance. German Doctors invited TIB to train its Bangladeshi partners on project integrity since its capacities in the area. The programme included seven partner organisations in education, health, and marginalised community rights. Resource speakers from TIB covered NGO governance and policy frameworks, money laundering, anti-corruption laws and institutions, internal and financial controls, procurement, fraud and risk management, corruption in programme implementation, anti-corruption tools, and ways to strengthen anti-corruption strategies and plans.

Enabling Journalists through Data Journalism

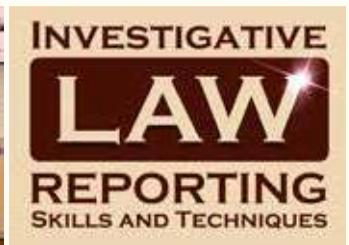
Recognising the growing importance of accuracy and data-driven storytelling in journalism, TIB organised its first intensive residential training on data journalism. The three-day hands-on programme equipped 25 professional journalists from print, online, and broadcast

media with practical skills in data analysis and visualisation. This landmark initiative marked a significant step towards strengthening evidence-based reporting and fostering greater accountability in the media sector.



Empowering Court Reporters with Investigative Skills

In response to the growing need for specialised skills in legal journalism, TIB organised a day-long training titled "Investigative Law Reporting: Skills and Techniques" for members of the Supreme Court Reporters Forum (SRF). Held at TIB's Dhaka office, the workshop brought together 25 court reporters to enhance their investigative capabilities in covering complex legal cases and judicial processes. The initiative aimed to strengthen the role of the journalists in promoting judicial transparency and accountability.



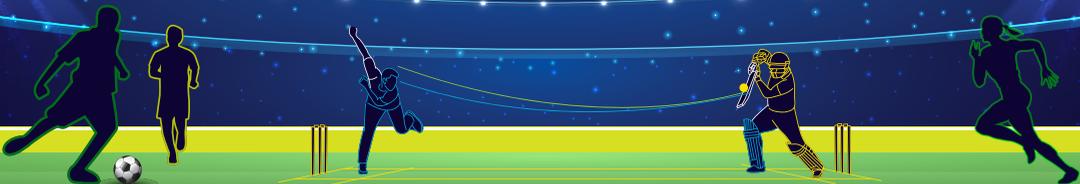
Strengthening Ethics in Sports Journalism

To promote integrity in sports reporting, TIB organised the first national workshop on sports journalism ethics titled “Uncovering Integrity”. Bringing together 34 Bangladesh Sports Press Association (BSPA)-affiliated journalists, the programme addressed corruption in Bangladesh’s sports sector and equipped participants with investigative tools and provided a strong grounding in ethical standards for sports reporting. The initiative marked a timely step towards fostering responsible journalism and strengthening accountability in sports.



UNCOVERING INTEGRITY

SPORTS JOURNALISM WORKSHOP FOR BSPA MEMBERS



MEDIA ENGAGEMENT

Investigative Journalists Conclave and Investigative Journalism Awards

As part of the 25th anniversary of the Investigative Journalism Awards (IJA), TIB organised the country's largest-ever Investigative Journalists' Conclave. The event brought together leading journalists, editors, and officials to discuss the current state of investigative journalism in Bangladesh. Two panel discussions—"Challenges of Investigative Journalism in Bangladesh" and "New Bangladesh: The Media We Want"—highlighted pressing issues and future pathways. Held in the wake of the fall of authoritarian rule, the conclave served as a timely and impactful platform for strengthening media freedom and accountability.

ANTI-CORRUPTION
Investigative
Journalists
CONCLAVE 2024

- **Investigative Journalists' Conclave:** The First-Ever National Gathering of Investigative Journalists in Bangladesh
- **Participated by:** Over 200 News Outlets
- **Participants:** Investigative Journalists, Academics, and Subject-Matter Experts

Media Reform

During the event, recommendations on media reform were formally presented to the Chair of the Media Reform Commission. These highlighted the need for coordinated, collective and multidimensional efforts involving media houses, legal frameworks, and financial stability as essential foundations for press freedom. The inputs were later reflected in the Commission's final report, underscoring TIB's commitment to advancing media freedom as a cornerstone of transparency and accountability within an enabling media environment.

WINNERS

Local Print/Online Media



Shariful Islam

Chief Reporter, ekusheypatrika.com
 Published on: ekusheypatrika.com
 Date of Publication: 23-25 July 2023

National Print/ Online Media



Zyma Islam

Senior Reporter, The Daily Star
 Published on: The Daily Star
 Report Title: S Alam's Aladdin's lamp
 Date of Publication: 4 August 2023

Electronic Media (TV Report)



Al-Amin Haque Ahon

Senior Reporter, Jamuna Television
 Broadcast on: Jamuna Television
 Report Title: Project for Underprivileged
 Women Benefit Project Personnel Rather
 Than the Women
 Date of Publication: 26 February 2023



Md . Abdulla Al Rafi



Md Golam Kibria



Md. Hasan Mahmud



**Shamim
 Abdullah Zahedy**



Md Shabuj Mahmud



Talaash
 TV Documentary

INVESTIGATIVE JOURNALISM FELLOWSHIP

ছনীতিবিষয়ক
অনুসন্ধানী সাংবাদিকতা
ফেলোশিপ ২০২৪

WINNERS



Abul Hasan Himaloy
Staff Correspondent
Khulna Bureau

সমকাল



Winner: Abul Hasan Himaloy, Staff Reporter (Khulna)
Daily Samakal

Published on: Daily Samakal

Date of Publication: 30 December 2024

Report Title: No Oversight, Low Accountability, Mismanagement of Income and Expenses and Orphans Suffering from Malnutrition and Hostile Environment

Report Summary: Reports exposed financial irregularities in Khulna's orphanages and madrasas, with poor oversight, misused donations, unmet basic needs, and non-compliance with regulations.



Saiful Masum

Staff Reporter, Ajker Patrika

আজকের পত্রিকা



Winner: Saiful Masum, Staff Reporter, Ajker Patrika

Published on: Ajker Patrika

Date of Publication: 28 December 2024

Report Title: Destruction of Chakaria Sunderbans: Govt Eats up Forestry while Shrimp Farms Embezzled by Many

Report Summary: The report shows widespread forest loss in Chakaria, Cox's Bazar, driven by illegal sub-leasing, mismanaged shrimp farming, and political collusion. A syndicate controls sluice gates, enabling criminal activity amid poor oversight.



Monirul Islam

Senior Reporter, Mohona TV



Winner: Monirul Islam, Senior Reporter, Mohona TV

Broadcast on: Mohona TV

Date of Publication: 24 December 2024

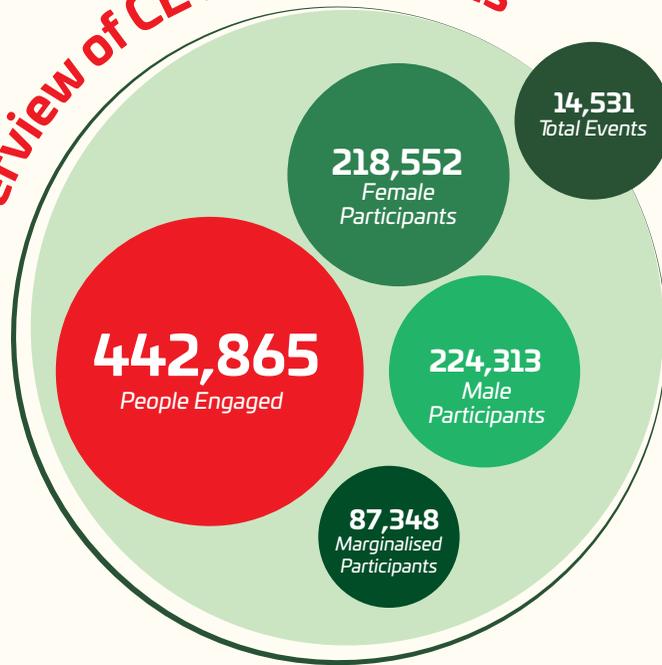
Report Title: Money Wasted in Gorai River Excavation Yielding No Results!

Report Summary: The report investigates how public funds and resources were misused and embezzled in the name of Gorai River excavation by corrupt officials and local collaborators.

CIVIC ENGAGEMENT

One of the key pillars of TIB is civic engagement, led by the Committees of Concerned Citizens (CCCs) in 45 locations throughout the country. These Committees serve as local watchdogs and anti-corruption agents. The CCCs are supported by the Youth Engagement and Support (YES) groups, comprising volunteers (students from different educational institutions) aged from 15 to 27, who act as the frontline agents of change in the fight against corruption. Additionally, the community-based Active Citizens' Groups (ACG), composed of recipients of services from local service delivery institutions, engage in app-based community monitoring and advocacy to improve services and institutional integrity.

Overview of CE Interventions



Empowering Citizens Through Information Access

Field-level RTI campaigns play a vital role in upholding citizens' right to information by raising awareness of the RTI Act and its significance in promoting good governance. TIB organises 'Information Fairs'/RTI Campaign throughout the year, with the active involvement of Youth Engagement and Support (YES) volunteers and support from Committees of Concerned Citizens (CCCs). The fairs' feature stalls from various government and non-government organisations, voluntarily share information with visitors. This year, the campaign encouraged many to file RTI applications, helping to resolve local issues and reinforce transparency and accountability.

Youth Engagement at the Local Level



Impact of Advice & Information (AI) Desk:

AI Desks, operated by YES groups and CCCs at the field level, assist citizens in accessing information on various government services. Such initiatives empower citizens and uphold their right to information.

Number of
Advice &
Information (AI)
desk campaign

99

Total number
of citizens
reached

21,072

 12,048

 9,024

Outcomes of Field-Level Advocacy

At the field level, CCCs, ACGs, and YES groups play a crucial role in advocacy, actively engaging local citizens to amplify the voices of marginalised communities and promote good governance in the service sector. Their persistent efforts have resulted in directives from government authorities, including the Deputy Commissioner, Upazila Nirbahi Officer (UNO), and Assistant Commissioner (Land), aimed at promoting integrity and accountability in the education, health, land administration, environment, and construction sectors.

| Directives | | | |
|------------|-----|-----------------|-------|
| Total | 166 | | |
| Education | 52 | Demand Raised | 44943 |
| Health | 20 | Issue Redressed | 30730 |
| Land | 16 | | |
| Others | 78 | | |

Monitoring Web Portals of Government Institutions

To strengthen proactive information disclosure through government web portals, CCCs at the field level monitor the websites of various government institutions with support from YES members. This initiative encourages institutions to keep their websites updated, thereby improving public access to service-related information and promoting the right to information at the local level.

| Web Portal Study (24-25 Cycle) | |
|--|------|
| No. of Upzilla Level Institutions Covered | 1511 |
| No. of District Level Institutions Covered | 3018 |
| No. of Institutions | 4529 |
| No. of Letter Issues | 81 |
| Total Conducted Study | 92 |

Community Monitoring

Community monitoring is a planned activity under PACTA, carried out by ACG members with the active support of YES members. This monitoring takes place at selected institutions where the ACGs operate. It follows a structured approach, including contextual information, current issues, their root causes, suitable solutions, and necessary actions related to governance gaps. The monitoring is conducted monthly, aiming to improve the quality of services by conducting evidence-based advocacy with the relevant authorities.

| Community Monitoring | | | |
|----------------------|-------------|-----------------------------|------------|
| Total | 4042 | Problem Identified | 921 |
| Education | 2399 | Problem Resolved | 740 |
| Land | 439 | In progress | 744 |
| Health | 1127 | Redirected | 50 |
| | | Submitted for review | 149 |



SUCCESS STORIES

Transforming Healthcare Governance through Citizen Action

Krishna Nagar and Bilmamudpur Union Health Sub Centres in Faridpur faced governance issues including lack of duty rosters, complaint boxes, visible medicine lists, and unprofessional behavior towards patients. The ACG identified these problems through community monitoring and requested the CCC to advocate with higher authorities.

CCC Faridpur organised a joint advocacy meeting on April 16, 2024, with the Civil Surgeon and Deputy Director of Family Planning. Both authorities responded positively, issuing instruction letters on April 23, 2024, to all subordinate authorities. The instructions mandated establishing duty rosters, displaying FWV satellite clinic schedules, activating local committees, providing written medication regimens, and ensuring professional behavior.

The advocacy resulted in significant improvements at both health centers. Institutional authorities sent compliance letters to the Civil Surgeon in February and March 2025, detailing implementations. Service recipients now benefit from visible scheduling, written medication guidelines, complaint boxes, and enhanced professionalism. The Civil Surgeon praised the work, stating that active citizen groups really help ensure better healthcare services at local levels.

Revitalising Education System through Persistent Community Engagement

Polashbari Girls High School in Nilphamari Sadar faced multiple challenges identified through Community Action Meetings and Community Monitoring activities. On July 11, 2024, the ACG conducted an advocacy meeting with the Head Teacher, staff, and stakeholders to address eight critical issues.

The Head Teacher publicly acknowledged the community's concerns and committed to resolving them. Just four days later, on July 15, 2024, all eight issues were resolved and active measures took place. The improvements included: quality education aligned with national curriculum, separate sanitation facilities for female students and staff, school management committee formation, transparent fee collection with official receipts, adequate skilled teachers in Mathematics and English, enhanced school safety with boundary walls and security guards, regular parental engagement meetings, and disability-friendly infrastructure with ramps.

The success demonstrates the power of persistent community advocacy and participatory governance in education, setting an example for other institutions.

Transforming Waste Management through Citizen Advocacy

Khagrachhari Municipality's Shantinagar Ward, APBN Muslimpara, and Mainevally faced severe waste management and drainage issues, including uncleaned drainage systems since installation, irregular waste collection, lack of mobile disposal points, and natural canal degradation through waste dumping. The ACG identified these problems through community action meetings held on October 29, November 9, and December 11, 2024, where residents consistently raised concerns about blockages, wastewater entering homes, street garbage, foul odors, and health issues.

ACG Khagrachhari organized an advocacy meeting on December 12, 2024, with the Khagrachhari Municipal Authority. The authority responded positively, affirming dedication to resolving these issues and committing to swift action.

The advocacy resulted in significant improvements across the municipality. Through consistent follow-ups and community action meetings, ACG members confirmed the municipal authority began routinely cleaning drains and collecting waste regularly. Service recipients now benefit from clean drainage systems, regular waste collection, and reduced air pollution. The municipal administrator appreciated the work, stating that she thanked ACG for bringing these problems to their attention. A resident, 35, said she could not breathe properly for a long time due to the garbage stench but now feels better. Other residents reported that cleaning up the garbage has reduced mosquitoes and pollution.

Promoting RTI Implementation and Improving Passport Services

Lakshmipur SP Office and Passport services faced governance issues, including the absence of a Designated Officer (DO) under the RTI Act 2009, lack of RTI awareness among staff, delayed police verification for passports beyond stipulated timeframes, and harassment of service recipients. A YES member identified these problems when his friend and cousin reported delayed passport verifications in December 2024, despite submitting documents well within required timeframes.

The YES member applied for information under RTI Act on December 15, 2024, to the SP Office Lakshmipur after discovering no DO existed. During a courtesy meeting on January 5, 2025, between CCC Lakshmipur members and the SP, the YES member shared his RTI application experience. The SP responded positively, stating he appointed a designated officer after receiving the application and called an emergency meeting, instructing all staff to perform duties on time without harassment.

The initiative resulted in significant improvements in passport services. Police verifications that were pending for over a month were completed within 2 days of the RTI application. Service recipients now benefit from timely police verification without

delays, harassment, or extra payments. A service recipient stated his police verification was completed just 2 days after the RTI application, and he received his passport on January 1, 2025. The President of CCC Lakshmipur praised the SP's outstanding work and requested continued hassle-free public services.

Ending Illegal Financial Transactions through Persistent Advocacy

The Sadar Land Office in Khulna faced corruption issues, including corrupt staff demanding extra money for regular duties, declining cooperation without extra payments, and illegal financial transactions running for years. The ACG identified these problems through the first Community Action Meeting on September 20, 2023, and verified issues through Community Monitoring on September 23, 2023.

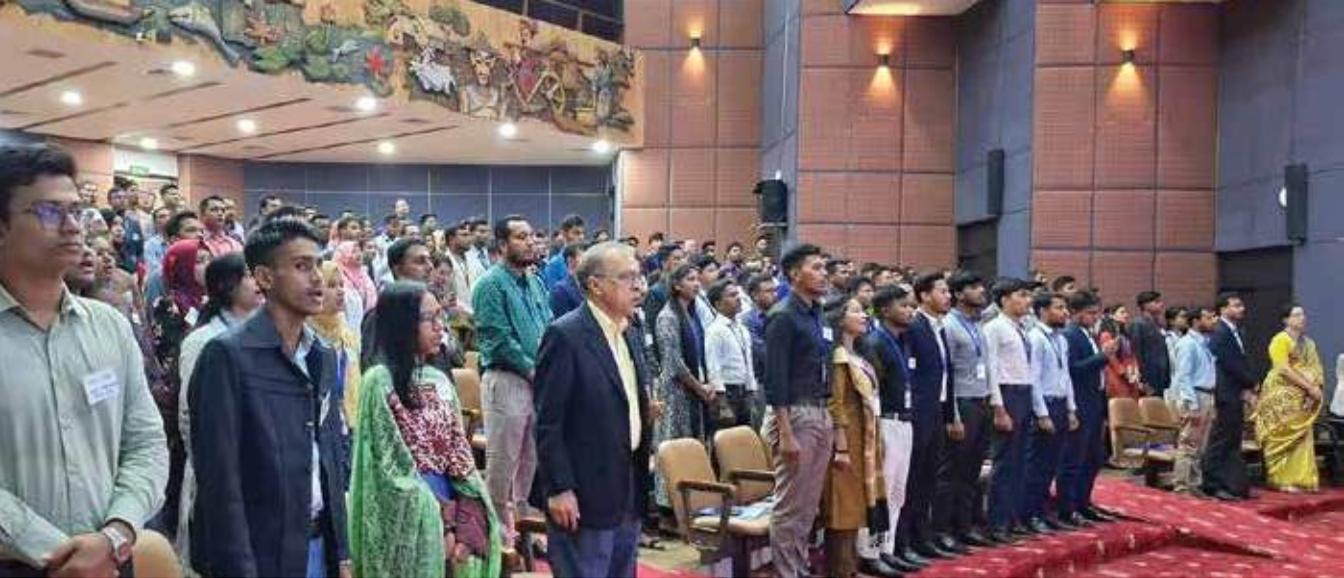
CCC Khulna organized multiple advocacy meetings with the Land Authority on November 22, 2023, July 30, 2024, November 20, 2024, and March 25, 2025. The Assistant Commissioner (AC) Land responded positively in the November 2024 meeting, taking the issue seriously and giving assurance for immediate action.

The advocacy resulted in significant accountability improvements at the land office. The AC Land informed in the March 25, 2025 meeting that at least two corrupt staff had been transferred to the Upazila level under departmental punishment upon receiving complaints from ACG and other service recipients. Service recipients now benefit from hassle-free services and professional behavior from officials and employees. A service recipient, 42, a businessman, stated that some peace has returned to the Sadar Land Office, and it is easier to receive services now than ever before with professional behavior from officials and employees.

CIVIC ENGAGEMENT IN ACTION







Youth ENGAGEMENT

Youth Engagement Initiatives

- Anti-Corruption Oath: **6,000 Scouts** Participants
- Anti-Corruption Debate: **32 Universities** participated
- Digital Rights Advocacy through Cartoon Campaigns
- Celebrating **International Day for Democracy** with the youth
- Engaging Bondhushava Youth, One of the Nation's Largest Youth Platforms



Anti-Corruption Oath for Scouts:

Through a strategic partnership with Bangladesh Scouts, TIB engaged over 6,000 scouts nationwide in oath-taking, badge campaigns, and cartoon exhibitions, promoting integrity, and ethical awareness. Culminating in the 7th National COMDECA 2025 in Sirajganj, the initiative reinforced youth agency in the fight against corruption and secured institutional backing from the Ministry of Youth and Bangladesh Scouts to integrate anti-corruption education into national platforms.



Anti-Corruption Debate Competition

The three-day national-level residential debate was organised from 12 to 14 September 2024. The aim was to encourage young minds to address issues of irregularities, anomalies, and corruption, fostering transparency, and ensuring good governance in rebuilding a 'New Bangladesh'. The event saw the participation of 32 public and private universities, selected through a rigorous selection process for the anti-corruption debate. A total of 87 debates took place during the event.



International Day for Democracy

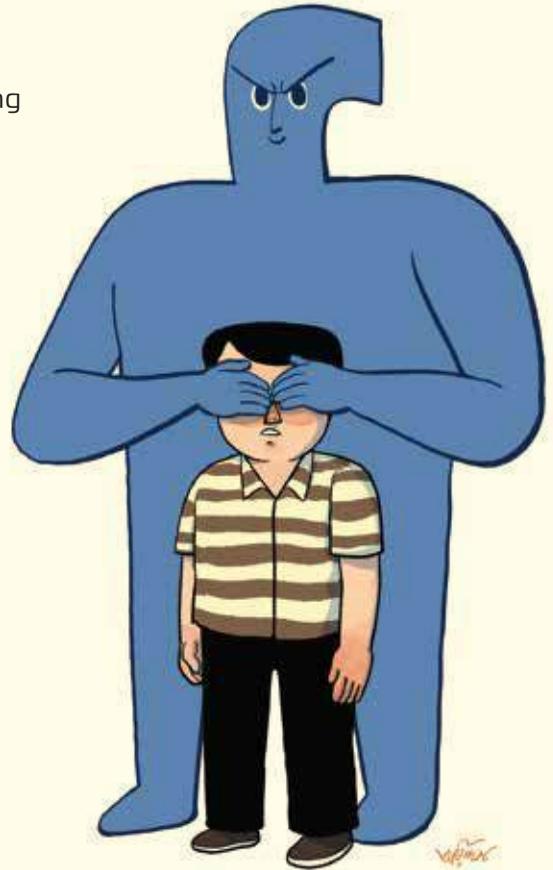
In a unique move, TIB observed the International Day for Democracy by engaging the youth immediately after the fall of the AL regime. The very students who had led the anti-discrimination movement were invited, including young advisers and emerging political leaders committed to building a better Bangladesh through state reform. TIB's youth volunteers from the YES groups were among the many participants who freely posed questions to these student leaders regarding state reform and the future trajectory of democracy in Bangladesh. Young writers, journalists, and rights activists also spoke at the event, raising their voices to ensure an enabling environment for democracy and to prevent a return to the previous culture of fear.



Digital Rights Advocacy through Cartoons

To raise public awareness on digital rights and influence global policy discourse, TIB commissioned young artists to create cartoons addressing key issues such as data protection, civic space, and digital freedom. Showcased at the Digital Rights Asia-Pacific (DRAPAC) National Convening Bangladesh, an international forum of policymakers, media, and tech experts, the two-day exhibition amplified youth voices and promoted critical dialogue on safeguarding rights in the digital age.

CARTOONS ON DIGITAL *Rights*



Bondhushava Partnership, Fostering Ethical Citizenship among Youth

As part of efforts to promote transparency and good governance among the youth, TIB partnered with Bondhushava—Prothom Alo’s youth platform and one of the largest in the country. Marking Bondhushava’s 26th anniversary in Dhaka, hundreds of youth from across Bangladesh took an anti-corruption oath, reinforcing their commitment to ethical citizenship.





Theme Corruption & Immorality



At a glance:

- Anti-Corruption Cartoon Competition launched in 2006
- A platform for young minds to express their views on corruption
- Held annually
- This year, six talented youths emerged as winners, with 23 cartoonists receiving special mention
- Notable winners include Ahnaf Tahmid , Mahin Mehjabin Mohor, and Shoyaeb Ahamed in Group-A; and Abdullah Al Zunaed, Asif Mohammad Yousuf , and Arindam Kundu in Group-B





RTI CAMPAIGN

Strengthening Indigenous Women’s Voices through
To empower Indigenous youth—particularly women—through the Right to Information, TIB, in collaboration with the Kapaeeng Foundation, organised a capacity-building workshop to mark the International Day for Universal Access to Information.

11

Diverse
Communities
Represented

Chakma

Marma

Garo

Tripura

Tanchangya

Khayang

Khumi

Sing

Mahato

Hajong and

Mro

30

Indigenous
Women
Participated



RTI Through Cartoons: Simple Messages, Strong Impact



RTI Campaigns: Empowering Citizens through Information Access

Field-level RTI campaigns play a vital role in upholding citizens' right to information by raising awareness of the RTI Act and its significance in promoting good governance. TIB organises 'Information Fairs' throughout the year, with the active involvement of Youth Engagement and Support (YES) volunteers and support from Committees of Concerned Citizens (CCCs). The fairs feature stalls from various government and non-government organisations, voluntarily sharing information with visitors. This year, the campaign encouraged many to file RTI applications, helping to resolve queries related to local issues and reinforce transparency and accountability.

RTI Applications

2777

Resolved

2354

Observance of RTK Day with Information Commission, RTI Forum & NGO Affairs Bureau

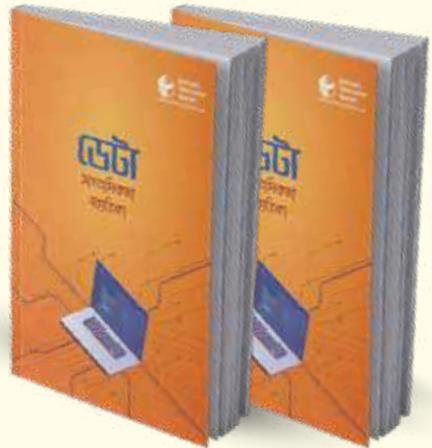
During this period, TIB continued its collaborations with key institutions such as the Information Commission, NGO Affairs Bureau, and the RTI Forum. These partnerships collectively advocated for the free flow of information, which had been stifled under the previous regime. In the changing context of Bangladesh, TIB and its partners also called for amendments to certain provisions of the RTI Act. These collaborations reflect TIB's unwavering commitment to unity in the fight against corruption and to conducting impactful advocacy at the policy level. Through these efforts, TIB is not only contributing to systemic reforms but also ensuring that the foundation for a more transparent and accountable government is firmly established.

PUBLICATIONS



Good Governance Challenges in Bangladesh: The Way Forward (Volume-15, Bangla version)

Data Journalism Handbook (Bangla version)



National Household Survey (NHS) (Bangla version)

TIB at the Book Fair: Raising Awareness against Corruption

With the active involvement of Youth Engagement and Support (YES) volunteers, TIB showcases its wide range of publications on good governance, transparency, and accountability, engaging a diverse audience at the Amar Ekushey Book Fair.



Human Chain: Protest against Gender Violence



PARTNERSHIPS & JOINT INITIATIVES

World Press Freedom Day:

To mark World Press Freedom Day, TIB partnered with UNESCO Dhaka and the Embassy of Sweden to advocate journalist safety, media independence, and stronger oversight. The event amplified calls for legal reforms and protection mechanisms amid rising digital threats.

Roadmap to Implement UN Recommendations:

After the formation of the interim government, TIB and Human Rights Forum Bangladesh (HRFB) jointly called on the interim government to present a clear and time-bound roadmap for implementing UN recommendations on human rights violations during the July uprising.

World Indigenous Peoples' Day:

TIB, ALRD, and the Bangladesh Indigenous Peoples Forum co-hosted a seminar calling for constitutional recognition and land rights for Indigenous communities, highlighting governance gaps and accountability needs.

Appointment of Information Commissioners & RTI Amendment:

TIB and RTI Forum advocated for appointment of the commissioners in the Information Commission and amending RTI Act.

Disability Rights Watch:

TIB and Disability Rights Watch jointly advocated for inclusive and transparent service delivery for persons with disabilities, calling for accessibility audits, increased budget allocations, and strengthened oversight in line with the Rights and Protection of Persons with Disabilities Act 2013.

GREEN GOVERNANCE

Promoting Good Governance and Integrity in the Energy Sector in Bangladesh Project:

With an aim to strengthen good governance and integrity in the energy sector, TIB, supported by Tara Climate Foundation, is implementing the project from October 2023 to September 2025. The project focuses on addressing challenges in expanding renewable energy, aligning with the national and international climate commitments of Bangladesh. Through research-based consultations and stakeholder engagement, it seeks to reform policies, foster an inclusive environment for investment, and promote transparency and accountability to drive greater demand for renewable energy generation.

Repeal of the Quick Enhancement of Electricity and Energy Supply (Special Provision) Act, 2010:

Acting on recommendations from TIB's study "Coal and LNG-based Power Projects in Bangladesh: Governance Challenges and the Way Ahead (2021–2022)," the Interim Government repealed the Act and subsequently established a five-member committee to review existing power plant contracts, including the cost structure of the coal-fired Matarbari power plant, suspended all new contracts authorised under the repealed Act, and cancelled 13 fossil fuel-based power projects while revoking 37 renewable energy agreements that had been approved under the Act.

Renewable Energy Policy 2025:

Prior to the enactment of the Renewable Energy Policy 2025, TIB conducted a thorough review of the draft and formally submitted its recommendations and feedback to the relevant authorities, resulting in significant policy improvements including the prioritisation of environmentally sound technologies for waste-to-energy generation, exclusion of hydrogen from the list of renewable energy sources, expansion of Sustainable and Renewable Energy Development Authority (SREDA)'s institutional mandate and technical staffing, entrustment of SREDA with transparent management of the Sustainable Energy Development Fund, obligation to publish a time-bound implementation roadmap for achieving renewable-energy targets, mandatory compliance of relevant laws, policies, and guidelines with safety codes and waste-management standards across RE projects, inclusion of provisions to guide carbon trading and establishment of a platform for carbon trading, and upward revision of national renewable-energy capacity targets.

UN Climate Summit (COP-29):

TIB submitted a policy brief to the interim government ahead of COP-29 in Azerbaijan, offering strategic recommendations to strengthen Bangladesh’s climate commitments. The brief called for revisions to key national frameworks—such as the IEPMP, the Climate Change Trust Act (2009), and BCCTF policy—to prioritise renewable energy and reduce fossil fuel dependency. TIB’s recommendations were acknowledged by the Adviser to the Environment Ministry and reflected in Bangladesh’s position at COP 29, including calls for increased climate finance for LDCs and a just energy transition.



Conference on Bangladesh Energy Prosperity 2050:

TIB co-organised the 2nd Conference on Bangladesh Energy Prosperity 2050 with BWGED and 21 partners in December 2024. The three-day event engaged development partners, multilateral bodies, government agencies, and energy experts. Representatives from JICA, OCI, JACSES, and national institutions such as BPDB and BEREC participated. The conference concluded with a declaration urging a swift transition to renewables, a fossil fuel phase-out, termination of the IEPMP, and adoption of a sustainability-focused energy plan.

Advancing Energy Reporting:

To strengthen public interest journalism in the energy sector, TIB organised a three-day training for 30 journalists. Titled “Challenges of Good Governance in Renewable Energy Generation in Bangladesh”, the programme focused on governance issues, policy gaps, and irregularities in renewable energy. It equipped participants with investigative tools and sector-specific insights to promote transparency and accountability in the energy transition.

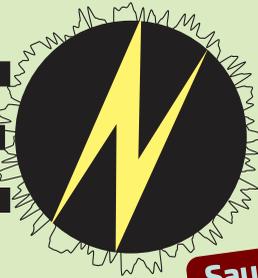
Young Minds Tackling Energy Challenges:

To inspire youth-led solutions for a greener future, Bangladesh's first Renewable Energy Idea Contest brought together students from across the country. Out of 84 submissions from 89 university teams, 30 finalists joined a three-day residential camp at CCDB Hope Centre, Ashulia, from 17 to 19 October. Islamic University of Technology (IUT) secured all top three prizes, while winners of the public speaking segment hailed from Bangladesh Maritime University, IUT, and the University of Chittagong—demonstrating the power of youth innovation in advancing climate action beyond technology.



International Day of
Clean Energy 2025

CLEAN ENERGY



Say No to Fossil Fuel

for a Sustainable Future



Promoting Integrity in Solid Waste Management and Climate Finance in Bangladesh Project

As part of the efforts to address environmental governance and climate change, TIB, with support from Transparency International (TI), is implementing the project from July 2024 to June 2027. The project aims to increase awareness and sensitivity among relevant stakeholders and policymakers through a range of activities, including research, capacity building, and advisory engagements. These efforts are intended to contribute to developing and strengthening climate-related policies, actions, and the promotion of climate justice.

TIB Promotes Inclusive Engagement for Waste Workers:

TIB advanced inclusive solid waste management by organising a workshop for 51 waste workers from Dhaka's two city corporations to mark International Women's Day. Participants, including street cleaners and garbage handlers, shared firsthand experiences of occupational hazards, poor working conditions, and governance challenges. The workshop fostered trust and dialogue, empowering workers to engage in future capacity-building and awareness initiatives.



কঠিন বর্জ্য ব্যবস্থাপনায় সুশাসন প্রতিষ্ঠায়
পরিচ্ছন্নতা কর্মীদের অভিজ্ঞতা ও ভাবনা



World Environment Day:

Engaging 150 university students to observe World Environment Day, TIB organised a plastic clean-up drive at the University of Dhaka. Students from Dhaka University, Stamford University, and Jagannath University collected 20 kilograms of plastic waste, encouraging critical reflection on plastic consumption and promoting improved waste management governance.



#BeatPlasticPollution

World Cities Day:

To celebrate World Cities Day 2024, TIB empowered young change-makers to catalyse local urban reform. At a workshop on urban governance and waste management, 37 YES members from 11 cities identified key systemic gaps and proposed innovative solutions, including digital tools and educational interventions, to strengthen sustainability efforts at the local level.



Supporting the SDGs



| | |
|--|---|
| <p>5 GENDER EQUALITY</p>  | <p>Human Chain:</p> <ul style="list-style-type: none"> • Human Chain Protesting Violence against Women |
| <p>7 AFFORDABLE AND CLEAN ENERGY</p>  | <p>Policy Stance:</p> <ul style="list-style-type: none"> • Opposed Fossil Fuel Dominance; Urged Delivery of Climate Finance Pledges <p>Human Chain:</p> <ul style="list-style-type: none"> • International Clean Energy Day Observance |
| <p>10 REDUCED INEQUALITIES</p>  | <p>Training:</p> <ul style="list-style-type: none"> • RTI Training for 11 Diverse Indigenous Communities |
| <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>  | <p>Civic Engagement</p> <ul style="list-style-type: none"> • Public Hearing • Training for Waste Workers • World Cities Day Celebration |
| <p>13 CLIMATE ACTION</p>  | <p>Research:</p> <ul style="list-style-type: none"> • Citizen's Review of SDG Progress in Bangladesh: Contribution to VNR Process (Climate Vulnerability) <p>Policy Brief:</p> <ul style="list-style-type: none"> • 'UN COP 29 Climate Conference: TIB's Policy Brief for Bangladesh Delegation' <p>Policy Stance:</p> <ul style="list-style-type: none"> • Urged Action against Shah Cement and Restoration of Dhaleshwari and Shitalakkhya Rivers <p>Rally:</p> <ul style="list-style-type: none"> • World Environment Day Celebration Engaging University Students |



State Reform:

- Submission of the State Reform Proposals across Nine Thematic Areas
- Direct Involvement in ACC Reform
- Recommendations to Media Reform Commission

Research:

- ‘New Bangladesh’: Tracking the First 100 Days After the Fall of the Authoritarian Regime
- Corruption in Service Sectors: National Household Survey 2023
- e-Procurement in Bangladesh: Market Concentration, Collusion, and Political Influence
- Governance Challenges in the Implementation of Roads and Highways’ Development Projects

Review of Law & Policy:

- Personal Data Protection Ordinance, 2025
- Cyber Protection Ordinance, 2025
- Public Audit Ordinance, 2025
- Revenue Policy and Management Ordinance, 2025

Policy Brief: ‘New Bangladesh’

- Anti-Corruption, Democracy and Good Governance
- Governance in Judiciary
- Governance in Fisheries and Livestock
- Good Governance in the Roads, Highways and Transport Sector’
- Good Governance in Power and Energy Sector’
- Good Governance in Fisheries and Livestock Sector’
- TIB’s Recommendations for Reforming the Constitution of Bangladesh’
- Reform of the Electoral System’
- Good Governance and Integrity in the Activities of Police’
- What Kind of Media We Want!’
- Reform of Local Government System’
- Good Governance in Judicial Service Sector’
- Governance in Education Sector’
- ‘Governance Challenges in the Implementation of Roads and Highways’ Development Projects’

- 'TIB's recommendations to the Advisory Committee formed for positive reforms of the National Board of Revenue'
- 'Governance Challenges in Mobile Financial Services Sector in Bangladesh'

Policy Stance:

- Called for a strategic roadmap for state reform
- Reiterated demand to abolish all black money legalisation provisions
- Demanded accountability in corruption and money laundering cases
- Advocated stronger anti-money laundering measures and asset recovery
- Demanded ACC leadership free from political and bureaucratic bias
- Called for public disclosure of ACC leaders' income and assets
- Urged inclusive review of Cyber Protection, Public Audit, and Revenue Ordinances
- Denounced threats and attacks on media freedom
- Condemned attack on peaceful quota reform protesters
- Urged protection of minority communities and state assets
- Condemned attack on indigenous students
- Sought reform of the Information Commission and amendment to the RTI Act
- Criticised textbook committee cancellation as a dangerous precedent
- Expressed concern over violence in Dhanmondi 32 and its impact on democracy
- Opposed ACC appointment of corruption-accused official

Conclave:

- Investigative Journalism Conclave

Fellowship and Awards:

- Investigative Journalism Awards
- Investigative Journalism Fellowship



Asset Recovery Initiative:

- Collaboration between TI-UK, Spotlight on Corruption, and TIB

Training:

- ACC Officials
- Women UNO
- Law Reporters
- Sports Reporters
- Environmental Journalists

Digital Rights Advocacy with Digitally Right:

- Participation in DRAPAC National Convening Bangladesh

Press Freedom:

- World Press Freedom Day with the UNESCO

Others:

- Partnership with RTI Forum
- Partnership with Human Rights Forum Bangladesh
- Partnership with Disability Rights Watch

AUDITED
FINANCIAL
STATEMENT

(July 2024 - June 2025)



INDEPENDENT AUDITORS' REPORT
To
The Management of Transparency International Bangladesh (TIB)

Report on the Audit of the Financial Statements

Opinion

We have audited the accompanying financial statements of Transparency International Bangladesh (TIB), which comprise the Statement of Financial Position as at 30 June 2025, the Statement of Comprehensive Income and the Statement of Receipts & Payments for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Transparency International Bangladesh (TIB), as at 30 June 2025, and (of) its financial performance and its Receipts & Payments for the year then ended in accordance with International Financial Reporting Standards and comply with applicable laws and regulations

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the International Ethics Standard Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit.



i



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Firm's Name : S. F. Ahmed & Co., Chartered Accountants
Firm's Registration No. : 10898 E.P, under Partnership Act 1932
Signature : *S. F. Ahmed*
Engagement Partner Name : Md. Enamul Haque Choudhury, FCA,
Senior Partner/Enrollment No. 471
DVC No : 2512300471AS826381
Date : 30 December 2025

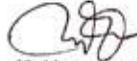


Transparency International Bangladesh (TIB)
Statement of Financial Position
as at 30 June 2025

| Notes | Amount in BDT | |
|-----------------------------------|--------------------|--------------------|
| | 30-Jun-2025 | 30-Jun-2024 |
| ASSETS | | |
| Non-current assets | | |
| | 30,540,265 | 32,283,939 |
| Property, plant and equipment | 5.01 22,524,719 | 15,555,590 |
| Intangible assets | 5.02 8,015,546 | 16,728,349 |
| Current assets | | |
| | 79,705,413 | 183,292,373 |
| Advances, deposits & prepayments | 6 3,489,010 | 3,826,781 |
| Receivables | 7 1,422,010 | - |
| Investment in FDR | 13,126,600 | 10,300,000 |
| Cash & cash equivalents | 8 61,667,793 | 169,165,592 |
| TOTAL ASSETS | 110,245,678 | 215,576,312 |
| FUND AND LIABILITIES | | |
| Fund | | |
| | 95,729,401 | 205,348,173 |
| Due to donor | 10 55,421,304 | 165,701,367 |
| TIB general fund | 11 9,767,832 | 7,362,866 |
| Fixed asset fund- unfunded | 12 30,540,265 | 32,283,940 |
| Liabilities | | |
| | 14,516,277 | 10,228,139 |
| Liabilities | 9 14,516,277 | 10,228,139 |
| TOTAL FUND AND LIABILITIES | 110,245,678 | 215,576,312 |

Accompanying notes form part of this financial statement and are to be read in conjunction therewith.


Mahfuz Anam
Treasurer


Iftekharuzzaman
Executive Director


Monsur Ahmed Choudhuri
Chairperson

Signed in terms of our annexed report of even date



Dated, Dhaka;
30 December 2025


Md. Enamul Haque Choudhuri, FCA
Senior Partner
S. F. Ahmed & Co.
Chartered Accountants
DVC No. : 2512300471AS826381

Transparency International Bangladesh (TIB)
Statement of Comprehensive Income
for the year ended on 30 June 2025

| | Notes | Amount in BDT | |
|--|-------|---------------------------------|---------------------------------|
| | | 01 July 2024 to 30 June 2025 | 01 July 2023 to 30 June 2024 |
| INCOME | | | |
| Grants income | 13 | 551,546,601 | 486,032,710 |
| Fund transfer from general fund (Annexure # 6) | | 8,420,661 | 8,144,461 |
| Total income | | 559,967,262 | 494,177,171 |
| EXPENDITURE | | | |
| Salary and allowance | 19 | 334,159,702 | 284,958,462 |
| Travel cost | 20 | 3,171,627 | 3,505,997 |
| Staff training and capacity building cost | 21 | 2,972,573 | 1,203,875 |
| Operating cost | 22 | 89,252,965 | 80,056,634 |
| Activity cost | 23 | 126,575,780 | 122,908,133 |
| Technical support and consultancy cost | 24 | 1,223,200 | 493,561 |
| Non-consumable supplies | 25 | 2,611,414 | 1,050,509 |
| Total expenditures | | 559,967,262 | 494,177,171 |

The annexed notes form an integral part of these Financial Statements.


Mahfuz Anam
Treasurer


Hekharuzzaman
Executive Director


Monsur Ahmed Choudhuri
Chairperson

Signed as per our annex report of same date.



Dated, Dhaka;
30 December 2025


Md. Enamul Haque Choudhuri, FCA
Senior Partner
S. F. Ahmed & Co.
Chartered Accountants
DVC No. : 2512300471AS826381

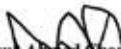
Transparency International Bangladesh (TIB)
Statement of Receipts and Payments
for the year ended on 30 June 2025

| | Notes | Amount in BDT | |
|---|-------|---------------------------------|---------------------------------|
| | | 01 July 2024 to 30 June 2025 | 01 July 2023 to 30 June 2024 |
| Opening balance | | 169,165,592 | 54,601,952 |
| Cash in hand | | 531,665 | 276,416 |
| Cash at bank | 8 | 168,633,926 | 54,325,536 |
| Receipts | | 451,855,391 | 627,767,007 |
| Foreign grants | 10.1 | 447,184,820 | 622,067,472 |
| Fund adjustment from BIBEC | | - | 3,286,603 |
| GF received-adjustment Strong project | | 56,014 | 408,509 |
| Membership fee | 14 | 26,941 | 33,876 |
| End of Service Benefits (EoSB) | 15 | 1,457,547 | 1,366,431 |
| Bank interest | 16 | 1,431,882 | 283,108 |
| Other income | 17 | 1,127,444 | 314,308 |
| Insurance claim received against sale of capital asset and others | 18 | 570,743 | 6,700 |
| Total | | 621,020,982 | 682,368,959 |
| Payments | | 559,353,189 | 513,203,367 |
| Salary and allowance | 19 | 329,322,466 | 290,970,785 |
| Travel cost | 20 | 3,149,647 | 3,484,640 |
| Staff training and capacity building cost | 21 | 2,933,727 | 1,240,535 |
| Operating cost | 22 | 68,941,924 | 70,499,180 |
| Activity cost | 23 | 129,708,491 | 119,902,951 |
| Technical support and consultancy cost | 24 | 1,223,200 | 493,561 |
| Non-consumable supplies | 25 | 2,474,775 | 1,163,676 |
| Property, plant and equipment (capitalized expenditure) | | 18,762,094 | 14,989,192 |
| Investment from GF | | 2,826,600 | 10,300,000 |
| General fund payment | | 10,265 | 158,847 |
| Closing balance | | 61,667,793 | 169,165,592 |
| Cash in hand | | 444,049 | 531,665 |
| Cash at bank | 8 | 61,223,744 | 168,633,926 |
| Total | | 621,020,982 | 682,368,959 |

The annexed notes from an integral part of these Financial Statements.


Mahfuz Anam
Treasurer


Iftekharuzzaman
Executive Director


Monsur Ahmed Choudhury
Chairperson



Signed as per our annex report of same date.

Dated, Dhaka;
30 December 2025


Md. Enamul Haque Choudhury, FCA
Senior Partner
S. F. Ahmed & Co.
Chartered Accountants
DVC No.:2512300471AS826381

List of Designated Information Officers

As a stakeholder in people’s right to information and in accordance with the Right to Information (RTI) Act 2009, TIB’s designated information request channels are: yasmin@ti-bangladesh.org, or through phone or letter to Assistant Coordinator-Civic Engagement, Cell: +8801714092823.

Appellate Authority (Head Office and the CCCs)

Dr. Iftekharuzzaman

Executive Director

Transparency International Bangladesh (TIB)

MIDAS Center (Levels 4 & 5)

House 05, Road-16 (New) 27 (Old), Dhanmondi, Dhaka - 1209

Phone: +8802 41021267, 41021268, 41021269

Fax: (+880-2) 41021272

E-mail: edtib@ti-bangladesh.org

The following list provides contact details of Designated Officer and Alternative Designated Officer of TIB Dhaka Office and Designated Officers of Committee of Concerned Citizens (CCC) areas:

| Head Office Address | Designated Officer (DO) | Alternative Designated Officer (ADO) |
|---|---|--|
| <p>Transparency International Bangladesh (TIB) MIDAS Center (Levels 4 & 5) House 05, Road 16 (New) 27 (Old) Dhanmondi, Dhaka - 1209 Phone: +880 2 41021267, 41021268, 41021269 Fax: (+880-2) 41021272 E-mail: info@ti-bangladesh.org</p> | <p>Yasmin Ara Assistant Coordinator - Civic Engagement Transparency International Bangladesh (TIB) MIDAS Centre (Levels 4 & 5) House 05, Road 16 (New) 27 (Old) Dhanmondi, Dhaka - 1209 Phone: +880 2 41021267, 41021268, 41021269 Cell: +8801714092823 Fax: (+880-2) 41021272 E-mail: yasmin@ti-bangladesh.org</p> | <p>Md. Hozzatul Islam Deputy Coordinator - Civic Engagement Transparency International Bangladesh (TIB) MIDAS Centre (Levels 4 & 5) House 05, Road 16 (New) 27 (Old) Dhanmondi, Dhaka - 1209 Phone: +880 2 41021267, 41021268, 41021269 Cell: +8801787673322 Fax: (+880-2) 41021272 E-mail: hozzatul@ti-bangladesh.org</p> |

Contact details of Designated Officers at CCC areas

*Alphabet wise Committee of Concerned Citizens (CCC) areas are listed below:

| Sl | Area* | Address | Responsible Designated Officer (DO) |
|----|------------------------|--|--|
| 01 | Bagerhat | 135/2, Kharder Main Road (Opposite of CID office) Bagerhat - 9300 E-mail: ccc.bagerhat@ti-bangladesh.org | Shaikh Bashir Ahmed Area Coordinator - Civic Engagement E-mail: bashir@ti-bangladesh.org Mobile: +88 01714092856 Land phone: +8802477751105 |
| 02 | Barguna | House # 228, Sushil Sadhu Bari Shahid Smriti Sarak, Thana Para, Barguna - 8700 E-mail: ccc.barguna@ti-bangladesh.org | Md. Nazmul Hossain Khan Area Coordinator - Civic Engagement E-mail: nazmul.hossain@ti-bangladesh.org Mobile: +88 01730726734 Land phone: +8802478885912 |
| 03 | Barishal | Nurjahan Manjil (1st Floor), H # 585, Block-B Parara Road, Barishal Sadar, Barishal - 8200 E-mail: ccc.barishal@ti-bangladesh.org | Md. Ashfaqur Rahman Area Coordinator - Civic Engagement E-mail: ashfaqur@ti-bangladesh.org Mobile: +88 01714092827 Land phone: +8802478862892 |
| 04 | Bogura | Holding No: 656 (1st Floor, East side) Hafizar Rahman Sarak, Rahman Nagar, Bogura - 5800 E-mail: ccc.bogura@ti-bangladesh.org | Md. Monjur Hossain Area Coordinator - Civic Engagement E-mail: monjur@ti-bangladesh.org Mobile: +88 01730726733 Land phone: +8802589904337 |
| 05 | Brahmanbaria | 79/2, Jabbar Square (2nd Floor) West Paikpara (Khaiasar Modakbari More) Brahmanbaria Sadar, Brahmanbaria E-mail: ccc.brahmanbaria@ti-bangladesh.org | Md. Rezaul Karim Area Coordinator- Brahmanbaria E-mail: ccc.brahmanbaria@ti-bangladesh.org Mobile: +88 01714092841 Land phone: +8802 334429076 |
| 06 | Chakaria | Nurjahan Mansion (1st Floor) Voramohuri, Court Road Chakaria E-mail: ccc.chakaria@ti-bangladesh.org | Md. Mehedi Hasan Sourav Area Coordinator-Civic Engagement E-mail: ccc.chakaria@ti-bangladesh.org Mobile: +88 01714092848 |
| 07 | Chandpur | Apolo Majid Tower (2nd Floor, South) Chitrolekha More, Cumilla Road Chandpur Sadar, Chandpur - 3600 E-mail: ccc.chandpur@ti-bangladesh.org | Md. Masud Rana Area Coordinator - Civic Engagement E-mail: mrana@ti-bangladesh.org Mobile: +88 01714092869 Land phone: +8802334487659 |
| 08 | Chapainawabganj | House No: 416/1, 3rd Floor Arambag (PTI Road) Chapainawabganj E-mail: ccc.chapainababganj@ti-bangladesh.org | Md. Shofiqul Islam Area Coordinator - Civic Engagement E-mail: shofiqul@ti-bangladesh.org Mobile: +88 01714092837 Land phone: +8802588893476 |
| 09 | Chattogram | Highperien Shafi Shams Apartment, Flat # 3B, 2nd Floor, 114 Chanmari Road Lalkhan Bazar, Chattogram - 4000 E-mail: ccc.chattogram@ti-bangladesh.org | Mohammed Tawhedul Islam Area Coordinator - Civic Engagement E-mail: tawhedul@ti-bangladesh.org Mobile: +88 01714092828 Land phone: 031-621479 |
| 10 | Cumilla | Harmitage (2nd Floor), East Bagichagaon Holding No # 0775, 1st Kandirpar, Cumilla - 3500 E-mail: ccc.cumilla@ti-bangladesh.org | Prabir Kumar Datta Area Coordinator - Civic Engagement E-mail: prabir@ti-bangladesh.org Mobile: +88 01714092853 |

| Sl | Area* | Address | Responsible Designated Officer (DO) |
|----|--------------------|--|---|
| 11 | Dinajpur | Holding: 614/913 (Ground Floor) (Beside Udoyon Oil Mill) North Balubari, Sadar, Dinajpur - 5200 E-mail: ccc.dinajpur@ti-bangladesh.org | Md. Abdul Hannan Azad Area Coordinator - Civic Engagement E-mail: hannan@ti-bangladesh.org Mobile: +88 01730726736 Land phone: 0531-51808 |
| 12 | Faridpur | 8/8/1 (1st Floor), Shapla Sarak South Alipur, Faridpur E-mail: ccc.faridpur@ti-bangladesh.org | Md. Golam Mostofa Area Coordinator - Civic Engagement E-mail: mostofa@ti-bangladesh.org Mobile: +88 01714072108 Land phone: +8802478847974 |
| 13 | Gaibandha | Roze Villa, House: 4 Road: 1/3, Palashpara Gaibandha - 5700 E-mail: ccc.gaibandha@ti-bangladesh.org | Md. Masud Rana Area Coordinator - Civic Engagement E-mail: rana@ti-bangladesh.org Mobile: +88 01730726732 Land phone: +8802589980189 |
| 14 | Gazipur | Holding No: G-159 (2nd Floor) West side of Raj Dighee (Same Building of District Statistics Office) Gazipur City Corporation, Gazipur - 1700 E-mail: ccc.gazipur@ti-bangladesh.org | Abul Fazal Mohammad Ahad Area Coordinator - Civic Engagement E-mail: ahad@ti-bangladesh.org Mobile: +88 01714072107 |
| 15 | Jamalpur | Nirala Hall Road, Muslimabad Jamalpur - 2000 E-mail: ccc.jamalpur@ti-bangladesh.org | Md. Arif Hossain Area Coordinator - Civic Engagement E-mail: arif@ti-bangladesh.org Mobile: +88 01714092842 Land phone: +8802 99777 3013 |
| 16 | Jashore | Nirala House (1st Floor) 1058/11, Harinath Dutta Lane (Niralapotti) North Side of Nirala Mosque Nil Ratan Dhar Road, Jashore - 7400 E-mail: ccc.jashore@ti-bangladesh.org | Md. Abdul Halim Area Coordinator - Civic Engagement E-mail: halim@ti-bangladesh.org Mobile: +88 01714092825 Land phone: +8802477762980 |
| 17 | Jhalakati | Al Marjan (2nd Floor) 30, Kumar Patti, Jhalakati E-mail: ccc.jhalakati@ti-bangladesh.org | Mizanur Rahman Area Coordinator - Civic Engagement E-mail: mizanur@ti-bangladesh.org Mobile: +88 01714092847 Land phone: +88 02478875336 |
| 18 | Jhenaidah | 45 HSS Road (Beside Azad Rest House), Jhenaidah - 7300 E-mail: ccc.jhenaidah@ti-bangladesh.org | Md. Humayun Kabir Area Coordinator - Civic Engagement E-mail: ccc.jhenaidah@ti-bangladesh.org Mobile: +88 01714092820 Land phone: +8802479946043 |
| 19 | Khagrachari | Sui Ching Chowdhury House, Pankhaiyapara Road Sluice Gate, Kallayanpur, Sadar, Khagrachari - 4400 E-mail: ccc.khagrachari@ti-bangladesh.org | Md. Abdur Rahman Area Coordinator - Civic Engagement E-mail: abdur@ti-bangladesh.org Mobile: +88 01709661657 Land Phone: +8802333343394 |
| 20 | Khulna | Holding # 07 (1st Floor) Choto Mirzapur, Khulna E-mail: ccc.khulna@ti-bangladesh.org | Md. Abdullah-Al-Mamun Area Coordinator - Civic Engagement E-mail: abdullah@ti-bangladesh.org Mobile: +88 01714092824 Land phone: +880247729695 |

| Sl | Area* | Address | Responsible Designated Officer (DO) |
|----|-------------|--|--|
| 21 | Kishoreganj | House: 1275 (3rd Floor) Kharampatti, Kishoreganj - 2300 E-mail: ccc.kishoreganj@ti-bangladesh.org | Mohammad Masudul Alam Area Coordinator - Civic Engagement E-mail: masudul@ti-bangladesh.org Cell: +88 01714092833 Land phone: +8802997761211 |
| 22 | Kurigram | R K Road, Shantinagar Kurigram - 5600. E-mail: ccc.kurigram@ti-bangladesh.org | Shoumen Das Area Coordinator - Civic Engagement E-mail: soumen@ti-bangladesh.org Mobile: +88 01714092838 Land phone: +8802 589950731 |
| 23 | Kushtia | Holding No: 0202 (1st Floor), Ward No: 18, East Mojompur, Kushtia Jhenaidah Highway (In front of DC office main gate) Kushtia-7000 | Md. Raihanul Islam Area Coordinator - Civic Engagement E-mail: raihanul@ti-bangladesh.org Mobile: +88 01714092844 Land phone: +8802477783754 |
| 24 | Lakshmipur | Ali Bhaban (2nd Floor) South Temuhoni, Ramgati Road, Sadar, Lakshmipur E-mail: ccc.lakshmipur@ti-bangladesh.org | Mohammad Abdur Rob Khan Area Coordinator - Civic Engagement E-mail: ccc.lakshmipur@ti-bangladesh.org Mobile: +88 01730726735 Land phone: +8802334441567 |
| 25 | Lalmonirhat | 8/162, Holding # 0230 Bahadur More, Saptana, Lalmonirhat E-mail: ccc.lalmonirhat@ti-bangladesh.org | Md. Morshed Alam Area Coordinator - Civic Engagement E-mail: morshed@ti-bangladesh.org Mobile: +88 01714092835 |
| 26 | Madaripur | 1st Floor, Holding No: 470, Dr. Sirajul Haq Tota Road New Town, Madaripur - 7900 E-mail: ccc.madaripur@ti-bangladesh.org | Md. Enayetullah Area Coordinator - Civic Engagement E-mail: ccc.madaripur@ti-bangladesh.org Mobile: +88 01713201514 Land phone: +8802478810912 |
| 27 | Madhupur | Hazi Satter Tower (1st Floor) House No: 1528/03, Natun Bazar Mymensingh Road, Madhupur, Tangail. E-mail: ccc.madhupur@ti-bangladesh.org | Jinia Gloria Mrong Area Coordinator - Civic Engagement E-mail: jinia@ti-bangladesh.org Cell: +88 01714092830 |
| 28 | Muktagacha | Holding No: 0574-07 (1st Floor) Old Bus stand, Main Road Isworgram, Nearby Post Office Muktagacha, Mymensingh - 2210 E-mail: ccc.muktagacha@ti-bangladesh.org | Md. Delowar Area Coordinator - Civic Engagement E-mail: delowar@ti-bangladesh.org Cell: +88 01714092834 Land phone: +8802996673104 |
| 29 | Munshiganj | Shah Ali Bhaban, 14/1, East Dewvogh (Beside Civil Surgeon's Office), Munshiganj -1500 E-mail: ccc.munshiganj@ti-bangladesh.org | Md. Mahbub Hossain Area Coordinator - Civic Engagement E-mail: hossain@ti-bangladesh.org Mobile: +88 01714072106 Land phone: +8802 997731687 |
| 30 | Mymensingh | 6, Shyamacharan Roy Road (2nd Floor, Right Side), Natun Bazar, Mymensingh-2200 Tel: +88 02996665270, Cell: +88 01714092831 E-mail: ccc.mymensingh@ti-bangladesh.org | Muhammad Habibur Rahman Noman Area Coordinator - Civic Engagement E-mail: noman@ti-bangladesh.org Mobile: +88 01714092831 Land phone: +88 02 996665270 |

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| 32 | Natore | Jinat Mohol, Sadar Hospital Road Nicha Bazar (Near Chowdhury Bari Mosque) Natore - 6400 E-mail: ccc.natore@ti-bangladesh.org | Md. Shafiu Islam Area Coordinator - Civic Engagement E-mail: shafiu@ti-bangladesh.org Mobile: +88 01714092836 Land phone: +88 02588873457 |
| 33 | Nilphamari | Shantinagar, Hospital Road Nilphamari Sadar, Nilphamari - 5300 E-mail: ccc.nilphamari@ti-bangladesh.org | Md. Ashaduzzaman Area Coordinator - Civic Engagement E-mail: ashaduzzaman@ti-bangladesh.org Mobile: +88 01730726731 |
| 34 | Patiya | Alam & Jaoshon Bhabon (1st Floor) Shahittabisharad Road, Munsef Bazar Word: 03, Suchakradandi Patiya Poursava, Paitya, Chattogram E-mail: ccc.patiya@ti-bangladesh.org | A G M Jahangir Alam Area Coordinator - Civic Engagement E-mail: jahangir@ti-bangladesh.org Mobile: +88 01714092843 Land phone: +8802334457882 |
| 35 | Patuakhali | Maliha-Masia Bhabon (Ground Floor) House No: 470, Sabujbag Patuakhali - 8600 E-mail: ccc.patuakhali@ti-bangladesh.org | Md. Monirul Islam Area Coordinator - Civic Engagement E-mail: ccc.patuakhali@ti-bangladesh.org Mobile: +88 01730726730 Land phone: +88 02478881421 |
| 36 | Pirojpur | Mayer Doa Monjil Holding No: 345 (2nd Floor), Ward No: 07 Machimpur Road (MP Mor) Pirojpur-8500 | M. Jahirul Kaiyum Area Coordinator - Civic Engagement E-mail: kaiyum@ti-bangladesh.org Mobile: +88 01714092849 Land phone: +88 02478890360 |
| 37 | Rajbari | Holding No: 00-11-00 1 No Rail Gate, Loko Road, Binodpur Rajbari - 7700 E-mail: ccc.rajbari@ti-bangladesh.org | Md. Masud Ahmed Area Coordinator - Civic Engagement E-mail: masud.ahmed@ti-bangladesh.org Mobile: +88 01714092858 Land phone: +88 02478808016 |
| 38 | Rajshahi | Trikon House: 384/1 (Ground Floor) Sagorpara (Behind Rajshahi BB Hindu Academy) Choramara, Boalia, Rajshahi - 6100 E-mail: ccc.rajshahi@ti-bangladesh.org | Md. Monirul Haque Area Coordinator - Civic Engagement E-mail: monir@ti-bangladesh.org Mobile: +88 01714092840 Land phone: +88 02588856126 |
| 39 | Rangamati | House-165 (3rd Floor - South Corner) Happy More, Chamapak Nagar Rangamati Sadar, Rangamati Hill District-4500. E-mail: ccc.rangamati@ti-bangladesh.org | Benjin Chakma Area Coordinator- Civic Engagement E-mail: benjin@ti-bangladesh.org Mobile: +88 01730726729 Land phone: +880233371804 |
| 40 | Rangpur | House: 250, Road: 01 JNC Road, East Guptapara, Rangpur E-mail: ccc.rangpur@ti-bangladesh.org | Md. Alumgir Kobir Area Coordinator - Civic Engagement E-mail: alumgir@ti-bangladesh.org Mobile: +88 01714092839 Land phone: 0521-54009 |

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|----|------------|--|---|
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